

# PROPOSAL SUBMITTAL FORM

## Disaster Recovery and Emergency Response Grant Services Proposal

Company Name:

Hagerty Consulting, Inc.

Address:

1618 Orrington Avenue, Suite 201, Evanston, IL 60201

Proposal Submitted by:

Katie Freeman

(Name of company representative)

Title: Director of Operations

e-mail address: katie.freeman@hagertyconsulting.com

Phone: 847-492-8454, x119

Position	Rate
Project Executive	\$ 250
Subject Matter Expert	\$ 225
Project Manager	\$ 175
Sr. Recovery Specialist	\$ 185
Recovery Specialist	\$ 150
Data Analyst	\$ 105
Sr. Inspector	\$ 145
Inspector	\$ 110
Sr. Engineer	\$ 200
Engineer	\$ 160
Administrative/Clerical Assistant	\$ 75
Project/Travel Expenses	\$ Hotel \$111

Per Diem \$61  
Rental Car: Market Rate  
Flight: Coach

**In addition to the above-stated proposal prices, by initialing below and signing this Proposal Submittal Form, the proposer acknowledges that he or she has attached documentation to demonstrate ability to meet each of the following project requirements:**

**Proposer's Initials**

Ability to activate within specified timeframe

KF *KF*

Ability to perform services as required by proposal specifications

KF *KF*

Ability to activate adequate and properly trained personnel to perform services in compliance with AEMA, FEMA, and FHWA guidelines to ensure reimbursement for recovery activities, if reimbursement is available

KF *KF*

Record of past performance on other disaster Recovery and Emergency Response Grant Services contracts in compliance with AEMA, FEMA, and FHWA guidelines

KF *KF*

Financial ability to perform services required in the City under the payment procedures set out in the proposal specifications

KF *KF*

Proof of general and professional liability insurance to cover any damages resulting from services provided by the successful proposer, including any denial of reimbursement due to the actions or inactions of the Disaster Recovery and Emergency Response Grant Services contractor, or from the failure to perform services or complete a project for the City.

KF *KF*

**By initialing below and signing this Proposal Submittal Form, the proposer also acknowledges and agrees to each of the follow:**

**Proposer's Initials**

That the proposal submitted meets the proposal specifications

KF *KF*

That the proposal prices set out on this Proposal Submittal Form will be honored for the period from the Notice to Proceed to December 31, 2020

KF *KF*

That the company has the capability to provide services to the City simultaneously with other contracts.

KF *KF*

That the company will comply with all requirements and/or requests to confirm compliance with Title 2 U.S. Code of Federal Regulations, Part 200; AEMA, FEMA, and FHWA guidelines and regulations; and all applicable local, state and federal law.

KF *KF*

That the company listed above will respond to any Notice to Proceed within the time frame and under the procedures set out in the proposal specifications KF *KF*

That the company will provide all bonding in the amounts and at the times required in the proposal specifications n/a

That the company will comply with the payment procedures set out in the proposal specifications KF *KF*

Signature of Company Representative submitting proposal:

Katie Freeman *Katie Freeman*

Title: Director of Operations





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

12/20/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Hays Companies Inc. 1200 North Mayfair Road Suite #100 Milwaukee WI 53226 <b>INSURED</b> Hagerty Consulting, Inc. 1618 Orrington Ave, Suite 201 Evanston IL 60201		<b>CONTACT</b> NAME: Amy Vossekul PHONE (A/C, No, Ext): (414) 443-0000 FAX (A/C, No): E-MAIL: ADDRESS:  <b>INSURER(S) AFFORDING COVERAGE</b> INSURER A: National Fire Insurance Co of NAIC # 20478 INSURER B: Continental Insurance Company 35289 INSURER C: Valley Forge Insurance Company 20508 INSURER D: Certain Underwriters at Lloyds INSURER E: INSURER F:
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**COVERAGES** **CERTIFICATE NUMBER: 20** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GENL AGGREGATE LIMIT APPLIES PER <input checked="" type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:		6023741069	1/1/2020	1/1/2021	EACH OCCURRENCE \$ 1,000,00 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,00 MED EXP (Any one person) \$ 15,00 PERSONAL & ADV INJURY \$ 1,000,00 GENERAL AGGREGATE \$ 2,000,00 PRODUCTS - COM/OP AGG \$ 2,000,00
A	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		BUA 6023741055	1/1/2020	1/1/2021	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,00 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB DED <input checked="" type="checkbox"/> RETENTION \$ 10,000 <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> CLAIMS-MADE		6023741072	1/1/2020	1/1/2021	EACH OCCURRENCE \$ 2,000,00 AGGREGATE \$ 2,000,00
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A	6023741041 (AOS) 6023741086 (CA) \$1M	1/1/2020	1/1/2021	<input checked="" type="checkbox"/> PER STATUTE E.L. EACH ACCIDENT \$ 500,00 E.L. DISEASE - EA EMPLOYEE \$ 500,00 E.L. DISEASE - POLICY LIMIT \$ 500,00
D	Professional		W17828200601	1/1/2020	1/1/2021	Ea Claim/Aggregate \$2,000,00

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER****CANCELLATION**

Evidence of Insurance

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

James Hays/FHALAS

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## DISASTER RECOVERY AND EMERGENCY RESPONSE GRANT SERVICES

REQUEST FOR PROPOSALS – REQUISITION NO. 2020-9030

ADDENDUM NUMBER ONE (1) – DATED September 28, 2020

- 1) The solicitation did not specify the amount of proposals to be provided with the submittal. Can we assume that one hard copy is adequate?  
**One original proposal and 3 copies are required to be submitted.**
- 2) Based on the rate sheet, is Gulf Shores looking for fully burdened rates or would you prefer the rates to separate travel and incidental costs (which are also covered under management costs)?  
**We are including an updated proposal form that has a separate line item for Per Diem Expenses. The allowable rates will be U.S. General Services Administration FY 2020 Per Diem Rates for Alabama, Gulf Shores.**
- 3) The second to last item for initial on the Proposal Submittal Form mentions "That the company will provide all bonding in the amounts and at the times required in the proposal specifications". However, in review of the solicitation, bonding was not mentioned, just insurance coverage requirements. Please confirm that bonding is not required for these services.  
**No bonding will be required for this contract, only insurance.**
- 4) Considering the quick turnaround from RFP release, question and answer period, and the ongoing COVID-19 pandemic, will the City of Gulf Shores consider allowing proposals to be submitted via email?  
**No**
- 5) Can the Proposal Submittal Form be bound, behind its own tab, within the entire proposal packet or should it be separated in its own envelope?  
**The Proposal Submittal Form should be bound with the entire proposal as one document.**
- 6) Does invitation package include a total of 13 pages?  
**Yes**
- 7) What is the project number to be included on the Certificate of Insurance?  
**2020-0930**



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- 8) Should the rates listed on the proposal submittal form be fully burdened to include travel, or will travel and per diem be reimbursed separately in accordance with established GSA rates?

We are including an updated proposal form that has a separate line item for Per Diem Expenses. That allowable rates will be U.S. General Services Administration FY 2020 Per Diem Rates for Alabama, Gulf Shores.

Please be sure to sign this addendum and include with your bid form.

Signature: \_\_\_\_\_

*Kade U.*

Date: \_\_\_\_\_

*10/5/2020*



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**DISASTER RECOVERY AND EMERGENCY RESPONSE GRANT SERVICES**

**REQUEST FOR PROPOSALS – REQUISITION NO. 2020-9030**

**ADDENDUM NUMBER TWO (2) – DATED September 29, 2020**

1. In addition to the policies listed in the Scope of Services, the contractor shall further demonstrate compliance with, including but not limited to, the following:
  - FEMA Public Assistance Alternative Procedures Section 428
  - FEMA Hazard Mitigation Grants: Section 404 and 406
2. The scope of services as described below shall be included in the proposal:

CC. Prepare, submit and track Hazard Mitigation Grant program applications as required with CLIENT, Federal agencies and State agencies. This includes project or program development, formulation, processing, and monitoring as required.
3. The proposal opening will take place at Gulf Shores City Hall located at 1905 W. 1<sup>st</sup> Street in Gulf Shores, Alabama at 3:00 P.M. on Wednesday, October 7, 2020.
4. If you have already mailed your proposal and three copies to the City and ADDENDUM NUMBER TWO does not affect the pricing in your proposal, you may sign and email this form to [tsmith@gulfshoresal.gov](mailto:tsmith@gulfshoresal.gov). The City will print your ADDENDUM NUMBER TWO acknowledgment and include it with your proposal during the opening.
5. One original and three copies of the sealed proposal package are still required to be mailed or hand delivered to the City. Electronic proposals will not be accepted.

Please be sure to sign this addendum and include with your bid form.

Signature: \_\_\_\_\_

Date: 10/5/2020



# Disaster Recovery and Emergency Response Grant Services

City of Gulf Shores, Alabama

Request for Proposals  
Due 10-07-2020 at 03:00PM CST

**Prepared by**

Hagerty Consulting  
1618 Orrington Ave, Suite 201  
Evanston, IL 60201  
847-492-8454

**Contact**

Katie Freeman  
Director of Operations  
[katie.freeman@hagertyconsulting.com](mailto:katie.freeman@hagertyconsulting.com)  
847-492-8454 x119



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# 1. Corporate Overview

Hagerty Consulting, Inc. (Hagerty) is pleased to submit our response to support the City of Gulf Shores (the City) for the Request for Proposal (RFP) –Disaster Recovery and Emergency Response Grant Services.

Hagerty is passionate about helping our clients prepare for and recover from disasters. Unlike many of our competitors, disaster preparedness and recovery are our sole focus and priority – rather than another business line within a larger company. Our qualifications, expertise, and experience uniquely position us to support the City in ongoing and future disaster preparedness, disaster cost recovery, and general grant management services.

Founded in 2001, Hagerty has developed significant experience supporting our client's recovery operations after catastrophic loss. Hagerty has led and managed the development of thousands of federal recovery grants, totaling over \$30 billion to date, without a single adverse audit finding resulting in the de-obligation of federal funding. Hagerty has experience supporting all types of clients, recoveries, and federal funding programs including the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program; FEMA 404 Hazard Mitigation Grant Program (HMGP); FEMA Individual Assistance (IA) Program; Department of Housing and Urban Development (HUD) Community Development Block Grant – Disaster Recovery (CDBG-DR) Program; Federal Highway Emergency Relief (FHWA-ER) Program; and the Federal Transit Administration Emergency Relief (FTA-ER) Program. Further, Hagerty is the industry leader in development and administration of FEMA Section 428 Public Assistance Alternative Procedures (PAAP) Program grants. As evidence of our expertise, Hagerty led the initial Pilot Program enacted through the *Sandy Recovery Improvement Act* (SRIA), developed and managed over \$6 billion of 428 PAAP Program grants, and supported FEMA Region II and FEMA Headquarters in the development of 428 policies, guides, and standard operating procedures for Section 428 funding.

Hagerty has supported our clients in the management and administration of grants through the *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Stafford Act), as amended; the Code of Federal Regulations (CFR), including 44 CFR 206, the standards at 2 CFR 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards which applies to disasters declared on or after December 26, 2014, and 44 CFR 13.36 – Procurement which applies to disaster declared before December 26, 2014; and FEMA policies, including the 9500 Policy Series for disasters declared prior to January 1, 2016 and the Public Assistance Program and Policy Guide (PAPPG). Hagerty also has extensive experience supporting cost recovery associated with the novel coronavirus (COVID-19) response for our clients, including the State of Florida, State of Maryland, State of Arkansas, and New York City (NYC). Hagerty's nationwide cadre has been supporting these efforts since March of 2020, offering a direct benefit to the City through the lessons

## *Hagerty's Accomplishments in Disaster Recovery*

 **\$30 Billion**

in Recovery Funding  
managed for clients

 **Zero**

Adverse Audit Findings  
from the DHS OIG

 **50**

Major Disaster  
Declarations supported

 **Two**

Successful Appeals for  
Client with \$9.4 billion in  
PA Program Funding

 **18 Years**

Supporting Disaster  
Recovery and PA  
Program Management



learned associated with the implementation of both the FEMA PA Program and other federal funding sources available through the federal government's response to COVID-19 to include the *Families First Coronavirus Response Act* (H.R. 6021) and the *Coronavirus Aid, Relief, and Economic Security Act* (CARES) (H.R. 748). We will leverage these lessons learned to craft and implement a robust recovery program for the City.

*Hagerty's Experience Spans Major Legislative Changes Focused on Disaster Recovery Programs*



**Post-Katrina Emergency Management Reform Act (2006)**

Hurricanes Katrina and Rita were devastating to the Gulf Coast, resulting in \$161 billion in damages and requiring the nation to rethink emergency preparedness, evacuation, and disaster housing. Hagerty supported the City of New Orleans following Hurricane Katrina under a \$140 million capital recovery program.



**Sandy Recovery Improvement Act (2013)**

Hurricane Sandy's total damages totaled more than \$71 billion. Hagerty is currently supporting NYC in their recovery from Hurricane Sandy under a \$15 billion-dollar program. Our work includes implementation of recovery pilot programs authorized under the Act, resulting in the largest portfolio of active PAAP Pilot Program grants in the nation.



**Disaster Recovery Reform Act (2018)**

The Disaster Recovery Reform Act (DRRA) captures methods to adjust disaster recovery funding to build resilience. This includes increased pre-disaster mitigation as well as opportunities for communities to rebuild to new codes and standards – even if those have been enacted following the disaster event. Hagerty's professionals are supporting California and Florida communities in their recoveries from wildfires and Hurricane Michael respectively, with estimated damages topping \$38 billion.

**Our Disaster Recovery Philosophy Earns Additional Recovery Funding for Our Clients.**

As a firm, our disaster recovery philosophy drives how we support our clients. Our philosophy is captured in the following 10 objectives:

1. Secure all available funding our client is entitled to after a disaster from federal agencies and programs.
2. Establish goals based upon cash flow and management timelines associated with each grant.
3. Implement sound project management controls and working relationships across all levels of government to reduce potential conflicts, de-obligations, and negative audit findings.
4. Leverage strong relationships with state and federal partners to ensure efficient grant development and goal alignment.

5. Provide advisory services and expertise to make informed decisions during complex recovery operations.
6. Understand the implications of federal grant policies and their implications on recovery program implementation.
7. Supplement client staff with knowledgeable and accountable disaster recovery professionals.
8. Relieve our clients from the burden of managing a complex recovery process over multiple years.
9. Provide total asset visibility and transparency by implementing project controls and software management tools.
10. Help our clients establish a new, effective "normal" after a disaster.

A critical component of our disaster recovery philosophy is an emphasis on transparency. Hagerty provides transparency through flexible solutions, including software tools that interface with client systems to track federal recovery programs. As designed and executed, our solutions support information gathering, grant tracking, deadline monitoring, and timekeeping. Hagerty strategically designs systems to provide extensive visibility into the management and operation of our teams and monitor overall progress of the recovery operation. Ultimately, our solutions help **protect our clients** by providing quick and transparent access to information, making Hagerty accountable to ongoing and forecasted recovery projects.

As executed, our disaster recovery philosophy and control methods earn additional funding for our clients. In one example for our clients at the Metropolitan Transit Authority of Harris County, Texas, Hagerty was engaged to support closeout review for projects executed as a result of Hurricane Ike. Our review of one FEMA Project Worksheet (PW) identified an insurance deduction error, which resulted in an additional **\$91,000** in federal funding for our client. We also have been publicly recognized by our NYC client for earning an additional **\$900 million** in federal recovery funding above initial estimates, as presented in the article below.

### Our Professionals have Extensive Experience and Expertise in Federal Disaster Recovery Programs.

Hagerty has extensive experience administering recovery programs for clients of all sizes across the United States (US) for major disasters. We have successfully helped clients obtain "eligible applicant" status after being denied by the state and FEMA; supported our clients in working through the many requirements, criteria, and limitations of the PA Program; and supported clients as they provide justifications for the reasonableness of costs incurred during the response phase of a disaster.

Our experience and understanding of facility design and construction codes and standards, as well as mitigation and resiliency opportunities will benefit the City in their claims for reimbursement related to facilities damaged by past or future disasters. Further, Hagerty has a deep understanding of how the suite of federal recovery programs facilitates comprehensive recovery within a community. We are experts in Section 404 and 406 mitigation funding, how it can be used to increase resilience, and when these resources can be added to a PA Program grant.

### City to expand Sandy consulting contract

By SALLY GOLDENBERG / September 19, 2013

The de Blasio administration is extending a contract with a consultant for Hurricane Sandy recovery efforts by \$30 million, Capital has learned.

The extra money will buy the city one more year — through September 2014 — with Hagerty Consulting. The company advises City Hall in post-hurricane policy, financial management, and engineering, and estimating federal costs for recovery, according to a spokeswoman who handles the city's storm rebuilding work.

Hagerty has secured the city \$300 million more than was originally expected in federal funding, said the spokeswoman, Amy Spitalnick.

That money, which flowed into the administration's coffers over several months this year, includes \$100 million in reimbursements for the former Rapid Repair program, which handled immediate shelter needs, such as replacing ruined boilers. (Rapid Repair was replaced with a different municipal program known as Build It Back.) Spitalnick also credited Hagerty with helping the city receive \$300 million more than it anticipated for the Rockaway Beachwalk project — money that came from the Federal Emergency Management Agency. Another \$80 million beyond what the city had budgeted came from the U.S. Department of Housing and Urban Development for public hospitals, she added.

As of now, the city is expecting to receive \$1.1 billion in federal assistance for ongoing work to repair homes and structures after the massive storm in October 2012.



Excavator (left) tears down a building in Rockaway Beach, Queens.

An additional \$900 million in recovery and resilience funds is an outstanding return on investment, and, more importantly, it will go a long way for Sandy-impacted communities around the city," said Bill Golstein, senior advisor to the mayor for recovery, resilience and infrastructure. "The de Blasio administration is continuing to expedite relief, using these dollars to rebuild stronger and more resiliently."

<http://www.puffin.com/stories/new-york-city-hall-mayor-city-hagerty-to-expand-sandy-consulting-contract-091913>



In addition to our knowledge of the PA Program, Hagerty also has extensive experience administering other federal and private sector sources of disaster recovery funding. We know how to navigate the complexities of the National Flood Insurance Program (NFIP) and develop strategies for our clients to minimize costly insurance premiums and mandatory reductions in their PA Program grants. **We also know when and how the CDBG-DR Program can be leveraged to supplement other federal recovery programs, including how these programs can meet PA Program match requirements.** Further, Hagerty is one of the few firms with hands-on experience managing recovery under SRIA and working within the new FEMA PA Delivery Model. All of this experience will come to a head in supporting the City to expedite recovery and implement alternative processes and improvements.

One immediate value Hagerty offers the City is capturing as many administrative costs as possible for potential reimbursement from FEMA and other grant programs, including HUD CDBG-DR. When captured appropriately, Direct Administrative Cost (DAC) provides partial reimbursement for internal employees and professional services firms managing and implementing the PA Program. Hagerty will leverage our understanding of finance and federal programs to develop creative solutions to address cash flow and local match issues that are critical to the City.



## 2. Project Understanding and Approach

Hagerty's approach to support the City, including projects focused on pre-disaster preparedness and disaster cost recovery, is based on our proven methods of supporting clients at all levels of government. **Hagerty knows each activation of our services under this contract will have unique considerations, as no two disasters are alike, and the needs will vary.** Standardization of our approach across project management and key tasks associated with federal recovery programs will allow flexibility to the Hagerty team to meet the City's evolving needs.

The following provides an overview of Hagerty's approach to services for the City, aligned to the specific areas identified by the City in your RFP.

### PROJECT APPROACH: PROGRAM MANAGEMENT

Hagerty believes that to effectively deliver services for a client, we must establish expectations early and implement regular communication so that the client has a clear understanding of project status, and issues can be identified and addressed quickly. To best support the City, the Hagerty team will implement a project management approach that is dynamic, scalable, and executable – promoting efficiency and effectiveness to meet any and all recovery needs of the City. To succeed under this approach, Hagerty will make sure all stakeholders have a clear understanding of the following:

- » Our project management plan (PMP);
- » Conditions of satisfaction;
- » Time completion schedule;
- » Quality control measures; and
- » Final product deliverables.

To support our scalable management approach, Hagerty will prepare for and execute a kickoff meeting with the City to review goals specific to any given task order, which will be incorporated into our overall PMP. Prior to execution of the project, the PMP will be reviewed by the City's Project Manager and key personnel, ensuring that the City and Hagerty develop a common vision for project execution.

*Our Dynamic Approach to  
Project Management Supports  
Successful Project Execution  
and Cost Control*

Project Startup  
& Admin.

Assemble  
& Deploy  
Qualified Team

Implement  
Project Quality  
Controls

Execute  
the Project

Present Final  
Product & Acquire  
Feedback

## Key Tasks and Outcomes during the Project Kickoff Meeting

The Hagerty team will operate within a framework based on core management concepts, coordinating with designated City officials. The PMP will guide all activity performed by our team, with revisions implemented based on the changing needs of the City as agreed upon between the client and the Hagerty Project Manager.

Project management and quality control are important considerations for Hagerty in our support to the City. Hagerty places an emphasis on sound management practices, transparency, assertive problem solving, and issue resolution in order to ensure our professionals meet the evolving needs of our clients. Tools leveraged to support project management include:

### *Project Management Tools and Tactics*

<b>Project Status Meetings</b>	Monthly with the City and the stakeholder team to provide overall updates and seek feedback on key issues or decision points. Will include review of timeliness against PMP.
<b>Status Reports</b>	Delivery of comprehensive monthly reports detailing contract spend, specific staffing levels and weekly utilization, anticipated staffing needs/adjustments, issues, function specific accomplishments, and opportunities for improvement.
<b>SharePoint Site</b>	Maintained throughout the project to include both documents sharing and storage and overall project management. Includes an integrated project schedule shared with the stakeholder team.
<b>Hagerty Operations Support</b>	Utilization of Hagerty's Evanston-based Operations Team to support graphics, formatting, and quality assurance/quality control (QA/QC). Our Operations Team can also provide style guides/document templates to ensure consistent formatting and presentation of client-ready documents.
<b>Perfolio</b>	Internal Hagerty management tool which tracks and allocates time associated with projects and specific tasks. Used to track consultant time on a weekly basis (with daily/hourly tracking) in support of budget and task management.

Our processes focus on executing support in a way that meets or exceeds the expectations of the City. Active and consistent monitoring will maintain work quality, timeliness, and overall customer satisfaction. Careful planning and monitoring will ensure consistent performance and result in efficiencies for the City.

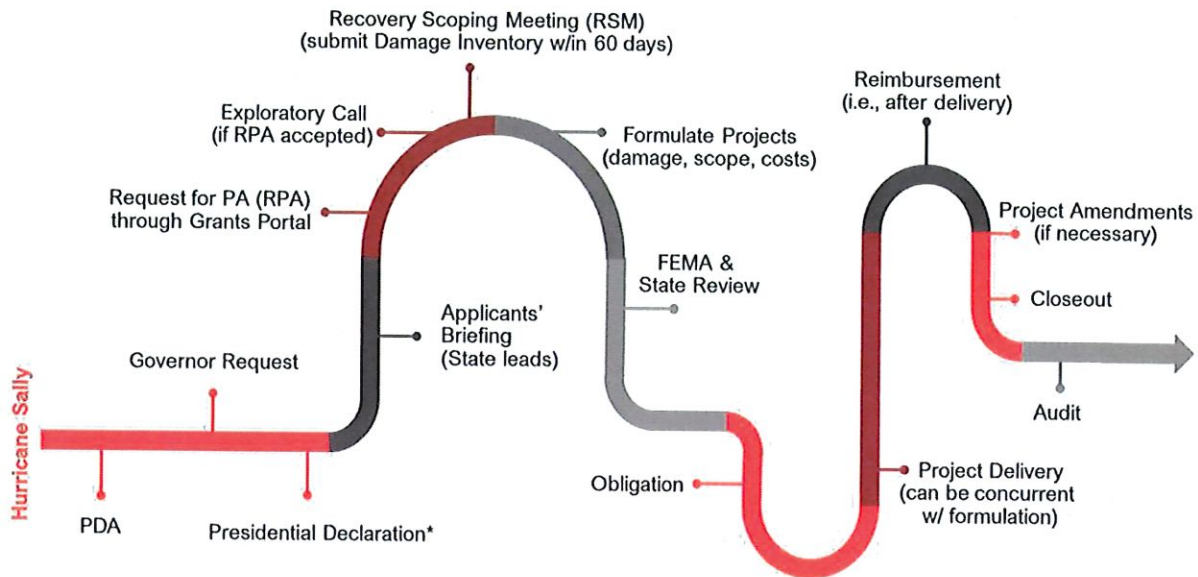
## PROJECT APPROACH: FEMA PUBLIC ASSISTANCE ADVISORY SERVICES, AND FEMA 404 AND 406 HAZARD MITIGATION

Our approach to supporting the FEMA PA Program is founded on experience working directly with grantees and sub-grantees across the US to develop grants and administer the Program. Hagerty's offering to the City includes support for the entire PA Program grant lifecycle; while we know the City anticipates support will be focused on the immediate recovery period, our capabilities extend to support for later-stage tasks, such as project closeout and audits. Hagerty places significant emphasis early in the recovery process on ensuring our clients are well positioned for these later-stage tasks, and should our support not extend beyond December 31, 2020, our Team will work with you to ensure a successful transfer of records and documentation to ensure you are successful in latter stages.

The following provides an overview of the FEMA PA Program grant lifecycle.



## Hagerty Supports our Clients Across the FEMA PA Program Grant Lifecycle



Across the grant lifecycle, Hagerty provides support to our clients across four substantial phases, as outlined below.

### Summary of Hagerty's Federal Recovery Grant Program Management Technical Approach



## Damage Assessment

The Damage Descriptions and Dimension (DDD) is key to an effective and comprehensive PW and results in successful project funding with FEMA. The purpose of the DDD is to observe and quantify damage and confirm it is a result of the disaster and translate this damage into an appropriate Scope of Work (SOW) for a PW. We will support the City to capture information on damaged facilities as soon as possible and maintain this information throughout the life of the recovery effort. Depending on the specific needs of the City, we may engage in the following tasks to support Damage Assessment.

- » **Develop a Damage Assessment Plan.** Contingent on the status of the City's comprehensive damage assessment, Hagerty will work to establish a joint damage assessment plan with FEMA. We will focus this plan on high priority infrastructure as identified and defined by the City, and ensure the local, regional, and state stakeholders and FEMA jointly agree to recovery priorities. The plan will be accompanied by a master schedule to guide the pace, timeline, and priority order of assessments to ensure a common understanding among all stakeholders.



- » **Establish Condemnation and Replacement Authority.** In our experience, every recovery has issues surrounding whether to repair or replace infrastructure. If this has not already been established, we will work with the City to rapidly establish this authority and the process for making repair and replacement determinations, including identification of personnel to develop engineering studies.

## Applicant Briefings and FEMA's New PA Delivery Model

The most important development in federal disaster recovery programs is the New PA Delivery Model. The new model includes the use of the Program Delivery Manager (PDMG) role as the primary interface between the City and FEMA. It is important to note that the Recovery Scoping Meeting triggers the 60-day regulatory timeline to identify damages. Hagerty will work with members to appropriately triage the damage assessment process and leverage our past performance to adjust the Damage Inventory in the event that additional damages are identified after the 60-day deadline. In addition to offering significant expertise in the Stafford Act, Post-Katrina Emergency Management Reform Act of 2006 (PKEMRA), SRIA, and the new DRRRA legislation, Hagerty understands the new PA Delivery Model and will work with the City on this and future legislative changes to address challenges. Hagerty is poised to guide the City through these uncharted phases.

The PA Delivery Model also features new timelines for identification of eligible damages within 60 days of the Recovery Scoping Meeting. Hagerty's professionals will provide support to the City at every step, as outlined below.

### *New Addition to PA - The New PA Delivery Timeline*



## Grant Advisory Support and Grant Management Support

Hagerty will work directly with the City to develop an approach to efficiently manage the flow of information. We will group recovery projects into the seven categories of work eligible for funding under the FEMA PA Program, and break each category down to individual projects that will be captured in the grant application of the PA Program. Hagerty will then compile the information necessary to complete projects, including documentation of damage, repair scope, cost estimates/summaries, and potential alternate scopes of work under Section 428.

By completing and logging these packages at the outset, Hagerty will prepare the City for grant closeout from the very beginning of project formulation. Hagerty's goal is to work with the City to develop projects that are "closeout ready" from the beginning, meaning that all projects are fully reconciled as invoices are paid. This will result in administrative efficiencies for the City and FEMA.

## Grant Formulation

Once a presidential disaster declaration has been made, it takes expertise, knowledge, tactical decision-making, and programmatic acumen to obtain all of the funding that an applicant is entitled to receive. This includes coordination across multiple disaster programs, almost all of which require an application to the responsible federal agency.<sup>1</sup> Hagerty understands these programs and the policies and regulatory requirements that govern cost estimating, project cost accounting, insurance, hazard mitigation, floodplain management, and environmental and historic preservation. We will achieve success for the City by developing robust applications, which will minimize ineligibility determinations and limit common issues that arise in the administration of the PA Program. Depending on the needs of the City, we may engage in the following tasks to support Grant Formulation.

### *Hagerty's Approach to Grant Formulation*



<sup>1</sup> There are more than sixty federal programs that provide funding to recover from disasters. Each program brings with it its own administrative requirements, and often the policies and regulations between programs do not align.



- » **Develop SOWs.** As a reimbursement program, it is critically important that the SOWs developed for PWs are accurate, clearly written, and complete. Hagerty supports this by offering the City a multi-disciplinary team that knows the federal disaster recovery programs. In short, we know the programs, design standards, and appropriate construction methods, and will work with the City to further understand its requirements which will enhance our ability to develop SOW and maximize funding available to support recovery.
- » **Group Projects.** Recent guidance promulgated by FEMA instructs project specialists to formulate projects by "logically grouping" work. In practice, this has resulted in large permanent work PWs grouping facilities without taking into consideration how an applicant actually does business. Hagerty believes that PWs formulated to align with the business process of the applicant lead to better recovery outcomes.
- » **Identify Opportunities for Hazard Mitigation.** The City may be given the opportunity to rebuild facilities and incorporate resiliency measures. Maximizing the amount of hazard mitigation funding the City receives is a top priority for Hagerty. Our professionals have had success working with FEMA on broad cost-effective mitigation measures, resulting in HMGP funds that in some cases exceeded 100 percent of the repair cost eligible through the PA Program. We will achieve these results for the City by making mitigation central to project development, accomplished by embedding hazard mitigation specialists to review PWs and ensure all possible opportunities to incorporate mitigation are maximized.
- » **Identify Alternative and Improved Projects.** In most cases, the PA Program reimburses applicants for the completion of eligible permanent repair work on an actual cost basis. There are instances where applicants are reimbursed based on capped estimates, known as alternate projects, which require expertise in cost estimating. Hagerty has expertise in cost estimation methods, including developing consistent and accurate estimates, and will work with the City to understand when, and how, to engage in alternate projects. The same applies for improved projects, which offers the City the opportunity to make improvements while restoring the facilities to their pre-disaster function and capacity.
- » **Implement the Alternative Procedures Program.** SRIA created the Section 428 Alternative Procedures Program, which allows FEMA to make recovery grants for permanent work projects on the basis of fixed cost estimates. Hagerty will support the City to engage the Section 428 Program, including when to use the program and how to minimize the risk associated with the Program. We will accomplish this by weighing the risks of accepting a capped grant rather than receiving reimbursement on an actual cost basis. This will allow the City to make the strategic determination on when to use the Pilot, and open the opportunity to more flexible uses of funding.
- » **Develop Accurate Cost Estimates.** Developing accurate estimates is critically important when designing PWs, implementing the Section 428 Alternative Procedures Pilot Program, and executing Alternate or Improved projects under the PA Program. We have an in-depth understanding of FEMA's Cost Estimating Format (CEF) and will work with the City to ensure all assumptions and considerations are consistent and applicable to the actual conditions. This quality assurance and review by Hagerty professionals will enhance the accuracy of cost estimates, and result in positive outcomes for the City. As necessary, the Hagerty team will provide engineers and other professionals to support development of accurate cost estimates. Additionally, Hagerty professionals can assist the City in identifying insurance requirements that might impact project costs.
- » **Account for Special Considerations.** Special considerations, such as environmental and historic preservation reviews, must be kept in mind immediately after a disaster. Hagerty will support the City to begin permanent work while considering the National Historical Preservation Act and the National Environmental Protection Act. Incorporating these regulatory requirements during project formulation will help Hagerty ensure the City do not engage in work that is later deemed ineligible.



- » **Engage a Quality Control Process.** Hagerty quality control reviews follow a strict process that has resulted in identification of multi-million dollar errors in favor of our clients. We will use quality control reviews not only to ensure the City are compliant with FEMA requirements, but to also identify additional funding that might be made available.

## Grant Administration

Establishing processes to ensure productivity, quality, and performance are essential to effective Grant Administration. Hagerty has a track record of successful grant administration due to our mission focus, talented professionals, and customized Disaster Financial Management System (DFMS). Depending on the needs of the City, we may engage in the following tasks to support Grant Administration.

- » **Review Internal Controls.** For over a decade, Hagerty professionals have been focused on helping our clients implement recovery programs in compliance with all federal regulations. Our experience and adherence to regular training for our staff positions us well to review internal controls to identify issues or gaps that may cause a problem during audits and jeopardize federal funding. For the City, we will review controls to ensure adherence to all federal requirements, including the recently released "Super Circular" titled 2 CFR Part 200: Government-wide Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, applicable to all disasters declared on or after December 26, 2014. Leveraging checklists and compliance tools, we will work with the City to implement balanced compliance by focusing our review systems that do not track finances in accordance with federal programmatic standards.
- » **Manage Versions.** If chosen by the City, Hagerty will leverage our DFMS to track and monitor PWs. This will allow our team to examine versions, categories, obligations, and expenditures while offering the City an overall snapshot of the PA Program. Monitoring versions, obligations, and expenditures is critical to ensuring compliance with overall PA Program regulations and advancing recovery activities based on available funding.
- » **Process Progress Payments.** Following grant application and project formation, the PA Program becomes transactional, requiring funds to be drawn-down as work progresses. We will work with the City to establish a streamlined payment process by developing mutually agreeable documentation requirements along with FEMA that are concurrent with existing City practices. This will ensure the payment process is efficient while limiting the burden on current the City staff.
- » **Implement an Appeals Strategy.** As a firm, Hagerty possesses significant experience with the federal appeals process, including preparing appeals when necessary. Our strategy to assist the City is to first establish open communication between all stakeholders, including local, regional, state, and FEMA representatives to minimize appeals. As issues arise, we will work with these parties to identify mutually agreeable strategies. Only after all avenues are exhausted will we develop an appeal, leveraging documentation and subject matter expertise in PA policy to develop a sound argument.

## Grant Closeout

Recovering from a major disaster takes time. Properly closing out projects completes the recovery process, but there are proactive steps that can be taken early to make this process more efficient. By structuring grant formulation and administration processes around the City's internal financial management systems and preparing grant documentation consistently, we can facilitate a streamlined application and administration process that expedites recovery. Depending on the needs of the City, we may engage in the following tasks to support Grant Closeout.

### *Grant Closeout Support Tasks and Processes*

#### **Comply with All Deadlines**

Federal grant programs have varying deadlines associated with work conducted. This includes the PA Program, which has a six-month deadline for emergency work and an 18-month deadline for permanent work.

Hagerty will develop and maintain a master schedule to ensure the City meets all deadlines and does not experience de-obligations as a result of administrative timelines.

#### **Reconcile PWs and Maintain Versions**

To closeout PWs, Hagerty will assign accountants or closeout specialists to review all associated versions. This ensures all eligible costs are captured, ineligible costs are addressed, sufficient documentation is provided, and all federal funding has been obligated.

#### **Apply Cost Underruns**

The Section 428 Program allows cost underruns to be applied to hazard mitigation projects for eligible facilities. Underruns can lead to additional mitigation funding for the City.

#### **Monitor and Measure Closeout**

Hagerty leverages closeout managers and tracking tools to keep the focus on monitoring and measuring progress toward closeout.

#### **Prepare Closeout Reports**

As necessary, Hagerty will prepare all final closeout reports to support the City. This includes completing the Financial Status Report (Standard Form 425).

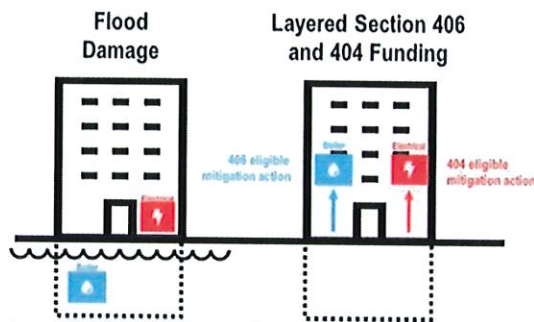
Our closeout specialists are skilled in ensuring this and all associated documentation are updated and issues (such as the misuse of excess funds) do not arise.



## FEMA 404 and 406 Mitigation Support

Through FEMA, the federal government provides hazard mitigation funding through two programs (Section 404 and 406), which are both critical to helping state and local communities protect public facilities in the event of a disaster. Hagerty is extensively experienced in managing and implementing hazard mitigation grants for both programs, including crafting strategies to leverage funding through both funding streams.

Hazard mitigation funding can be used to protect the City from future damages, and in combination with the flexibility provided under the FEMA PAAP Program, federal recovery programs can build a resilient Gulf Shores. Our goal will be to support the City to identify Section 406 and 404 mitigation opportunities to enable the maximum amount of funding allocated to increase resilience. Our strategy will include evaluating each program individually in addition to combining Section 404 and 406 funding to identify the most efficient outcome for the City.



The image to the left illustrates a real solution crafted by the Hagerty team. For a recent client, in one structure the boiler was damaged, but the electrical annex was not. However, our team identified that both the boiler and electrical annex are vulnerable in a future flood event, and therefore recommended both be elevated. Under this scenario, Hagerty developed a policy-based justification and a grants package to combine Section 404 and 406 funding to address both needs. As applied to the City, this type of solution would address both past and future damage, allowing public facilities to be made more resilient, regardless of their existing flood damage.

Hagerty recently conducted a comprehensive mitigation review for our client to maximize opportunities for increased resilience. For both 406 and 404, Hagerty's capability is inclusive of the entire hazard mitigation grant lifecycle, including developing Letters of Intent (LOIs) and monitoring during project execution.

Hagerty's professionals have experience in formulating and implementing more than \$2 billion of successful FEMA-funded mitigation projects with unique background in coastal areas vulnerable to sea level rise. We offer the City experts in FEMA's two primary forms of hazard mitigation assistance: (1) the HMGP under Section 404 of the Stafford Act, and (2) PA Program hazard mitigation under Section 406 of the Stafford Act.

- » Hagerty professionals have a long record of success supporting HMGP under **Section 404 of the Stafford Act** for clients at all levels of government. To provide this support to the City, Hagerty will assign personnel to execute a variety of tasks in alignment with the City's objectives, including supporting the City to evaluate HMGP applications from local governments and working with the City to develop successful HMGP applications for funding to protect assets.
- » Hagerty has extensive experience in FEMA hazard mitigation assistance awarded under the PA Program through **Section 406 of the Stafford Act**. Our teams have crafted hundreds of successful hazard mitigation plans (HMPs). We leverage FEMA Benefit Cost Analysis (BCA) experts to craft arguments for our clients which result in successful project funding and reduce future damages.



## FHWA/FTA Support

Hagerty can support both the FHWA and FTA-ER programs. Since 2012, Hagerty's professionals have assisted the NYC Department of Transportation (DOT) in the formulation and long-term management of more than \$300 million in grants made through FHWA-ER. The Hagerty team has worked directly with NYC DOT and the FTA to fund a \$200 million project to increase the resiliency of the Staten Island Ferry by retrofitting existing docking facilities and purchasing new ferry boats better able to withstand storm damage in future events.

- » **FHWA-ER:** Roads and bridges on federal-aid highways that are damaged as a direct result of disasters are eligible for FHWA-ER funds. Federal-aid highways are public roads that are classified as arterial, urban collectors, and major rural collectors. Highways that are classified as minor rural collectors or local roads are not eligible for ER funding, even if other federal-aid funds have been used on those roads.
- » **FTA-ER:** The FTA-ER program helps pay for protecting, repairing, and/or replacing equipment and facilities that have suffered serious damage as a result of disasters. This program can fund capital projects to protect, repair, or replace facilities or equipment that are in danger of suffering serious damage, or have suffered serious damage, as a result of an emergency. The program can also fund the operating costs of evacuation, rescue operations, temporary public transportation service, or re-establishing, expanding, or relocating service before, during, or after an emergency.

Hagerty will assist the City to develop accurate project controls to ensure that all eligible grant funding received through the FHWA and FTA programs are tracked appropriately, costs are claimed under the correct funding source, and that all eligible grant funding is accounted for using appropriate methods to reduce the risk of negative audit findings.

## Financial/Grants Management Support

Hagerty has successfully helped our clients analyze, interpret, and otherwise manage the complex, technical, and stringent cost tracking protocols and requirements of FEMA. In collaboration with the City, we will develop a strategy for tracking these costs across all stakeholders, agencies, staff, consultants, contractors, etc. through the following techniques and processes.

- » Develop goals, expectations, and procedures for tracking hours associated with grant development.
- » Formally establish eligibility and tracking protocols with FEMA at the beginning of recovery, not the end. This will control for differences between FEMA Regions and management, which often allow for differences in technique.
- » Develop and implement client tailored tracking methods and forms that utilize pre-existing and standard record keeping techniques and oversight structures.
  - » Ensure forms are using terminology and categorizations that associate time to eligible and reimbursable tasks thus reducing risk for the City.
  - » Ensure stakeholders are properly trained and familiar with the goals and requirements of the forms.

Hagerty's grant management experience ranges in size from individual PA Small Projects, to FHWA ER-funded roadway reconstruction projects, to large-scale capital construction projects completed through the Section 428 PAAP Program, valued at over \$480 million. Our dedicated advisors will work with the City to ascertain the range of projects and grants management activities, building a custom system to suit all its needs.

Should Hagerty be selected to support the City, we will rapidly deploy our team of experts to triage existing grants management, cultivate realistic recovery goals based upon the type of damage and funds allocated, establish proven



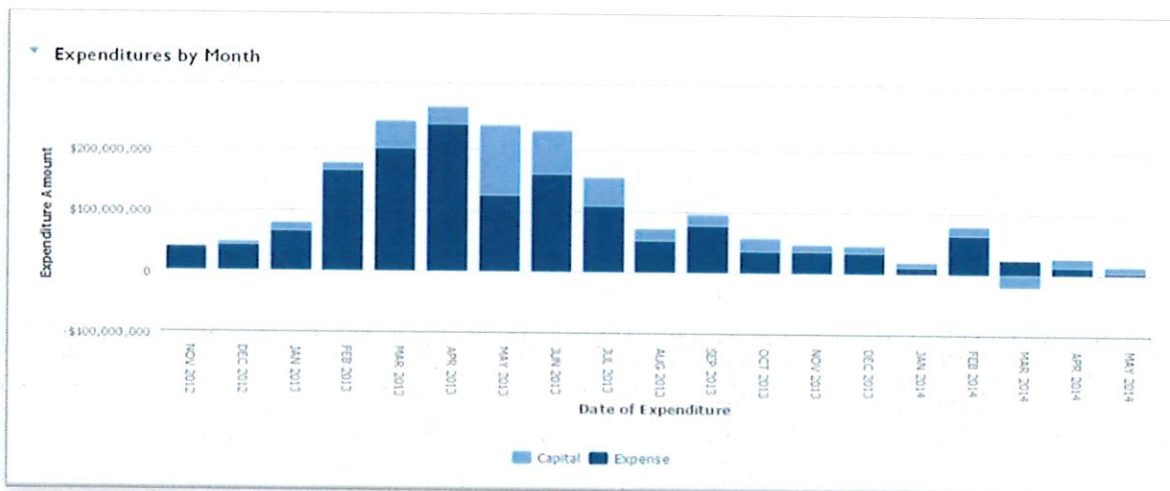
grants management, and augment the City's capability to manage the event where needed. Our extensive experience in both emergency preparedness and disaster recovery services provides a dynamic solution to the City for exceptional grant management advisory services and support as needed.

## Information Technology Support

In our experience, financial management systems to support recovery should be straightforward, effective, and integrated into current client processes and systems. To support this, Hagerty created our DFMS using the QuickBase platform, which we will customize to better support the City in order to track grant funds. The success of the DFMS is evidenced by New Orleans' continued use of the DFMS following conclusion of our contract. Our team has deployed DFMS for every large recovery operation we have managed since it was developed, including current use by NYC to manage federal grant dollars following Hurricane Sandy.

By using DFMS, we offer the City a tool that drives workload, monitors performance, manages queues, generates reports, and supports audit functions. DFMS is customized to existing accounting systems used by City, which will minimize impact on City and municipal level staff, and use existing structures to create operational efficiency. By providing a high-level of visibility into recovery funding, DFMS enhances program and financial compliance, and promotes an expedient and efficient project delivery. DFMS is an inexpensive system whose basic package can be on-line within weeks and tailored to the City's needs over time. By providing better support, transparency, and accountability to the City, we can achieve faster obligations, and fewer appeals during recovery. Further, much of the work Hagerty will be asked to do for the City is reimbursable by FEMA as a DAC. We require all staff to track these costs and tie them directly to the work performed on individual projects as specified by current policy using DFMS. This tool is critical to enhancing our capability to capture and appropriately account for all costs and ensure the cost of our services to the City are reimbursable by FEMA.

*The DFMS Dashboard Summarizes Expenditures*



**It is important to note that costs associated with development and use of DFMS are not included in this proposal.** Should this option be desirable to City, Hagerty can provide additional information regarding system and labor costs to deploy DFMS.

The tight timelines in the new FEMA PA Program delivery model make it especially critical to implement systems that can produce a variety of different reports very quickly. Our DFMS is user-friendly, easy to learn, and can export reports in multiple formats (XLS, PDF, etc.). This is essential in the fast-paced recovery environment. To anticipate such reporting, we will work with the City to create templates in DFMS on a range of recovery issues that can be deployed easily. For a recent client, we prepared such reporting templates for bi-weekly meetings with senior client leadership, providing them with the tools needed to deftly negotiate recovery needs with FEMA management.

## Document Management Support

All funding sources have specific documentation requirements to demonstrate compliance and validate that the City has met the rules and requirements of the program. This is often one of the most challenging aspects of disaster cost recovery. Failure to meet documentation requirements or providing documentation that does not adequately support the City's claims under any given funding source, may result in having to forgo eligible funding. In our support to the City, Hagerty will ensure:

- » **Documentation is detailed.** Documentation should include sufficient detail on activities completed or services provided, when, where, by whom, and what those activities or services cost. Hagerty will ensure contractor invoices provide enough detail to answer these questions, and that it is consistent with the scope, rates, and requirements of their contract. For some COVID-19 related funding sources, documentation requirements are still unclear, or have not yet been established. As these requirements evolve, Hagerty will collaborate with the City to capture additional information as the recovery evolves.
- » **Documentation is stored centrally and electronically.** Establishing a centralized electronic repository of all City related documentation will reduce efforts later in the recovery and prevent negative audit findings. Even if different affiliates are responsible for their own documentation, having a single, centralized, organized repository will mitigate the risk of misplacing or losing critical documents. Hagerty will collaborate with the City to establish and maintain these centralized records. We can also implement our DFMS to support the City, upon request and at an additional cost.
- » **Documentation is organized logically.** Establishing a clear organizational structure for cost recovery documentation will make aspects of the recovery operation easier, particularly tasks associated with closeout or audit which may not occur for many years. Hagerty will collaborate with the City to review and revise rules for organization— by funding stream, by department, by type of cost, or by contractor – make sure they are clear in your document management plan, supporting continuity of the overall recovery program.



### 3. Team Qualifications and Experience

Hagerty is a nationally recognized emergency management and homeland security consulting firm dedicated to helping our clients prepare for and recover from disasters. Having worked with local governments across the country on preparedness, mitigation, response, and recovery programs, we understand the need for contractor-support to increase resilience and capability following all types of disasters and emergencies. **Our objective under this contract will be to supplement and complement the capability of the City as a trusted partner to your teams and professionals.** We are confident in our ability to both provide this support to the City and make sure the City is a top priority.

We are the right vendor for the City for the following reasons:

1. **We are a national leader in disaster recovery** Hagerty alone has managed more than \$30 billion in disaster recovery funds since Hurricane Katrina, including the largest portfolio of Section 428 PAAP Program-related projects in the country. Hagerty offers the City the architects of the strategy used to successfully execute a similar SOW for NYC following Hurricane Sandy, which successfully increased federal funding by more than **\$3 billion** above initial FEMA estimates. These same professionals helped shape the 2018 national Section 428 PAAP DAC Policy, which allows for increased funding through a percentage-based DAC reimbursement. **Our NYC client has referred to Hagerty as an “outstanding return on investment.”<sup>2</sup>**
2. **Hagerty’s team offers the City the depth and breadth of policy and program management expertise required to address all of the City’s recovery needs.** The Hagerty team offers more than 1,200 professionals who have best-in-class expertise in all components of disaster recovery, with expertise in federal recovery policy and in-depth knowledge of the City. By selecting the Hagerty team, the City gains Hagerty’s expertise in financial and grant management systems and processes; FEMA policy; the US HUD CDBG-DR Program; and comprehensive disaster recovery program management. The City also gains innovative solutions to support grant application and management, like our DFMS to support existing accounting systems, increase visibility in cost recovery, enhance financial and cash flow management, and supplement document management to support audit-ready closeouts. With Hagerty, the City benefits from complete incident management expertise capable of supporting training, planning, disaster response, and PDAs through closeout and all tasks in between.

The success of any project is directly related to the people assigned to it. At Hagerty, the leadership of the firm is directly involved in key staffing decisions to ensure that the Project Executive and Project Manager have the requisite experience as well as the intangible ingredients necessary to create a team with synergy.

Our staffing and deployment framework allow the Hagerty team to respond to the City’s needs to achieve recovery objectives while maintaining sound management processes and controlling costs. Hagerty understands that in order to be good stewards of federal and state funding, our team must be mindful and as a result we will deliver the highest quality personnel who generate the best return on investment. These staffing processes also help ensure that Hagerty’s contract supplements, rather than supplants, the capabilities of available resources in the City.

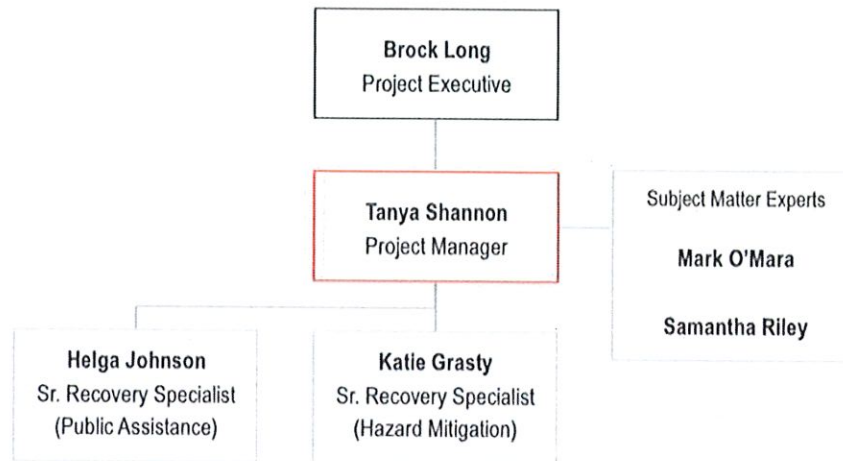
Since 2001, our team has grown to over 250 full time employees and over 1000 independent contractors, providing deep bench strength and the capability to respond to and activate our personnel within 24 hours of receipt of a Notice to Proceed. The following provides an overview of the Project Management Team (PMT) that will

<sup>2</sup> <https://www.politico.com/states/new-york/city-hall/story/2014/09/city-to-expand-sandy-consulting-contract-015930>



be engaged to provide support to the City, resumes have been provided immediately following this section. This preliminary management team will be augmented and supplemented following scoping meetings with the City.

*Hagerty's Proposed Project Team Organizational Chart*



**Brock Long, Project Executive**, is the former Administrator of FEMA and has more than 18 years of experience assisting and supporting local, state, and federal governments to build robust emergency management and public health preparedness programs nationwide. As the FEMA Administrator, Mr. Long served as the nation's principal advisor to the President, responsible for coordinating the entire array of federal government resources down through 50 states, 573 tribal governments, and 16 island territories to assist with executing disaster preparedness, mitigation, response and recovery. During his tenure, Mr. Long coordinated the federal government's response to over 144 Presidentially declared disasters and 112 wildfires, including three of the nation's most devastating hurricanes and five of the worst wildfires ever experienced. He is also responsible for transforming the agency by implementing the innovative Community Lifeline and FEMA Integration Team concepts. Mr. Long began his career in emergency management as a statewide planner and hurricane program manager. **He went on to serve as the Director of Alabama's Emergency Management Agency**, where he acted as the State Coordinating Officer during 14 disasters, including eight Presidential, six state declared events, and two events of national significance. Concurrently, he served on the FEMA National Advisory Committee advising the sub-committee for response and recovery. During the nationally significant BP Deepwater Horizon Oil Rig Incident, Mr. Long served as the on-scene Incident Commander for the Alabama Unified Command.

**Tanya Shannon, Project Manager**, is an emergency management professional with 10 years of experience. With expertise in the FEMA PA program, she has improved the process of, and trained professionals in, the Section 428 PAAP Program and New Delivery Model throughout the US. Specifically, Ms. Shannon developed curriculum and a training strategy for 1,200 PA, mitigation, and environmental and historical preservation (EHP) staff on Section 428 to support Puerto Rico's recovery from Hurricane Maria, and 1,800 FEMA responders for hurricanes Harvey and Irma. She supported the setup of PA operations on 116 declared disasters nationwide from 2016 through 2018, coordinating training and strategic planning support for FEMA and state/territory field leadership. She managed a team of 100+ PA instructors embedded in field operations providing training and technical assistance to FEMA, recipient, and sub-recipient assets. Her success as FEMA PA Training Section Chief led her to serve in the high-profile speaking engagement as Key Speaker at the 2017 Public Assistance Workshop. At Hagerty, Ms. Shannon serves as a key leader and program manager for our portfolio of recovery work in the Gulf States. She works with municipal clients like



the City of Panama City and counties like Miami-Dade to navigate complex recovery programs, with support provided across the suite of federal recovery programs.

**Helga Johnson, Senior Recovery Specialist (Public Assistance)**, is an emergency management professional with 14 years of experience in the PA disaster recovery and grants management space. Ms. Johnson comes to Hagerty from Jacobs Engineering, where she was a Senior Project Consultant serving as the PA expert drafting white papers, standard operating procedures (SOPs) guiding in policy, 2nd appeals and Office of Inspector General (OIG) audits. She has extensive experience preparing PWs to capture damage descriptions, SOWS, and cost estimates, and has conducted numerous site assessments to evaluate, document, and detail damages to PA eligible facilities. With Hagerty, Ms. Johnson is currently providing PA subject matter expertise to multiple disaster recovery projects for clients such as the City of Panama City, FL, Panama City, FL Housing Authority, and the California Governor's Office of Emergency Services (Cal OES). Ms. Johnson received a Masters of Emergency Management from American Public University, and also holds a Masters of Business Administration from the University of Phoenix.

**Katie Grasty, Senior Recovery Specialist (Hazard Mitigation)**, is a dedicated, committed professional with 14 years of professional experience, including extensive federal grant program expertise and experience in program/grant management and supervision of staff. She has worked directly for the FEMA and US Department of Transportation (DOT), in both cases representing those agencies in the Hurricane Sandy recovery effort. At FEMA, she managed grant applications worth more than \$2 billion and led a team overseeing more than 1,200 grant applications. She has worked on countless recovery and resilience projects during her time with Hagerty, specializing in ensuring complete documentation, reconciling numbers, and ensuring project-specific closeout requirements by guiding clients using the FEMA Checklist for HMGP Subawards.

**Mark O'Mara, Subject Matter Expert**, is a highly skilled project manager and construction administration specialist with 15 years of professional experience in the disaster recovery and management space, having worked on six presidentially declared disasters following hurricanes, tornadoes, severe winter storms, and flooding. His design and construction experience encompass technical architectural consultancy, financial documentation reconciliation, and policy advising. Mr. O'Mara's experience includes the design and construction of multi-million-dollar buildings in the private sector, utilizing his expertise in helping communities rebuild after disasters. Mr. O'Mara has been instrumental in the FEMA PA Program in examining projects, developing damage descriptions, cost estimates, advice on future actions, and appropriate funding documentation. He serves as the project manager to NYC (DR-4085 and DR-4086), managing and overseeing a team of engineers, architects, analysts, and cost estimators in the data collection, development, and formulation of FEMA PA grants, capturing approximately \$1.1 billion of costs incurred by the NYC DPR as a direct result of Hurricane Sandy. His work and coordination among federal recovery programs resulted in \$450 million in additional funding to NYC under the FEMA PA Program.

**Samantha Riley, Subject Matter Expert**, is an accomplished attorney and proven leader with several years of experience working with local and federal government agencies. She has performed both legal and policy related functions. Ms. Riley is a member of the Maryland Bar Association and has outstanding oral and written communication skills and strong analytical skills. Prior to joining Hagerty, she served as the Assistant Regional Council for FEMA Region II, which required legal analysis of complex, unique, or intricate decisions effecting the three largest grant programs – PA, Individual Assistance (IA), and Hazard Mitigation – as they were administered to the many recipients, sub-recipients, and other stakeholders within the diverse Region. Prior to that, she adjudicated administrative appeals involving complex legal issues, including procurement, insurance, environmental compliance and project eligibility.



### Education

- Executive Leadership Program, US Naval Postgraduate School/Center for Homeland Defense and Security
- Master of Public Administration/Government Public Management (MPA), Appalachian State University
- Bachelor of Science in Criminal Justice, Appalachian State University

### Relevant Highlights

- Former Administrator of the Federal Emergency Management Agency
- Former Director of the Alabama Emergency Management Agency
- Alabama Incident Commander for the BP Deepwater Horizon Oil Rig Incident
- Received "Outstanding Achievement and Dedication to FEMA" awards, 2002-2004
- National Hurricane Program Manager for FEMA Region IV and Evacuation Study Lead
- Former Alabama State Coordinating Officer for state declared disaster events
- USDOT/FEMA Evacuation Liaison Team Leader
- FEMA National Integration Center, Evacuation Subject Matter Expert
- Certified Local Emergency Manager (Alabama)
- NEMA Private Sector Committee Chairman, 2013-2015

### Professional Bio

Mr. William "Brock" Long, former Administrator of the Federal Emergency Management Agency (FEMA), has more than 18 years of experience assisting and supporting local, state, and federal governments to build robust emergency management and public health preparedness programs nationwide. He specializes in strategic planning, Homeland Security Exercise and Evaluation Program (HSEEP) exercises, evacuation, public safety, recovery management, and response logistics.

As the FEMA Administrator, Mr. Long served as the nation's principal advisor to the President, responsible for coordinating the entire array of federal government resources down through 50 states, 573 tribal governments, and 16 island territories to assist with executing disaster preparedness, mitigation, response and recovery. Prior to this role, he served as the Director of Alabama's Emergency Management Agency, where he acted as the State Coordinating Officer for 14 disasters, including eight Presidential, six state declared events, and two events of national significance. Concurrently, he served on the FEMA National Advisory Committee advising the sub-committee for response and recovery. During the nationally-significant BP Deepwater Horizon Oil Rig Incident, Mr. Long served as the on-scene Incident Commander for the Alabama Unified Command.

Mr. Long has been called upon twice to testify before the United States (US) Congress regarding response to, and recovery from, catastrophic events. His opinion has been sought by numerous media outlets including CNN, FOX Network, the Associated Press, and the Weather Channel. He also has authored or contributed to several publications related to emergency preparedness.

Mr. Long provides strategic direction and leadership to Hagerty's full complement of emergency management programs and professionals. He offers subject matter expertise for select projects and contributes to the growing body of knowledge in the emergency management community. Mr. Long has also led over 50 projects across the nation ranging from active threat scenario exercises with universities to designing complex multi-jurisdictional all hazard evacuation plans for major Urban Area Security Initiative (UASI) designated jurisdictions.

### Relevant Project Experience

#### Federal Emergency Management Agency – Administrator (2017-2019)

- Directed the US Fire Administration, The Center for Domestic Preparedness, Emergency Management Institute, and National Domestic Preparedness Consortium, responsible for establishing and improving competencies of officials within public safety at all levels of government charged with protecting against, responding to, and recovering from emergencies.



# Brock Long

## Project Executive



- Led 21,000 diverse and dedicated public servants and executed a multi-billion-dollar operating budget (\$15.9 billion annual appropriation/more than \$44 billion Disaster Relief Fund).
- Coordinated the federal government's response to over 144 Presidentially declared disasters and 112 wildfires, including three of the nation's most devastating hurricanes and 5 of the worst wildfires ever experienced.
- Spearheaded the inclusive design process and implementation of FEMA's first "Whole Community" five-year strategic plan.
- Implemented the "Not on My Watch" campaign and established the Office of Professional Responsibility to combat and eradicate sexual harassment and improper hiring practices while reinforcing equal rights and ensuring a safe and diverse workforce environment.
- Rapidly transformed the agency's business enterprise by implementing innovating Community Lifeline and FEMA Integration Team (FIT) concepts to strengthen private/public partnerships, and to permanently embed full time staff within state and tribal governments to better meet constituent needs.
- As the direct result of 12 influential Congressional testimonies, Congress passed the Disaster Recovery Reform Act that made Pre-Disaster Mitigation a national priority, provided meaningful changes to the FEMA workforce, and bolstered state and local emergency management capability.
- Executed the National Flood Insurance Program (\$1.3 trillion exposure/5 million policy holders) and implemented cutting-edge reinsurance capital market concepts that saved taxpayers approximately \$1 billion during Hurricane Harvey.
- On behalf of the White House, ensured continuity for the entire Executive Branch of government, and preserved the nation's ability to make sure government mission essential functions continue regardless of any threat or emergency.

### **Controller | Active Threat FSE | Cook County, IL, Department of Homeland Security and Emergency Management (DHSEM)**

- Served as a controller for a full-scale exercise (FSE) involving over 300 participants designed to validate the rescue task force concept as a response tactic to active threat events.

### **Project Executive | Continuity of Operations Plan (COOP) Training and Tabletop Exercise (TTX) Project | Wake County, North Carolina**

- Managed the development and conduction of three COOP training sessions and one executive level TTX in June 2012 using the County's recently developed COOP. The training was designed to also prepare participants to participate in a TTX that was held on June 14, 2012. The Hagerty team then developed a TTX that featured a hurricane impacting the Capital Region, severely impacting the County's ability to continue mission essential functions. Specifically, the TTX consisted of two modules that focused on protective actions and reconstitution of services. Approximately 25 department level directors and key staff participated in the exercise.

### **Project Executive | Emergency Operations Plan (EOP) Workshop and TTX | University of North County (UNC) Ashville**

- Oversaw the execution a two-day training workshop and TTX. The purpose of the workshop and exercise was to familiarize UNC Asheville leadership with the new EOP. Working directly with the campus Director of Emergency Management, Hagerty trained approximately 50 staff members on the EOP structure, and identified specific roles and responsibilities of supporting university departments and staff. The following day, Hagerty facilitated a TTX featuring a hazardous materials event that severely injures multiple students and rendered a primary research facility unusable.

### **Exercise Evaluator | Hurricane TTX | Florida International University**

- Evaluated the University's annual exercise to evaluate its ability to prepare for, respond to, and recover from catastrophic events. Mr. Long attended the exercise, which included a major hurricane strike scenario, and identified the university's strengths, capabilities, limitations and weaknesses. Using this information, an After-Action Report (AAR) was development.

# Brock Long

## Project Executive



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### **Project Executive | Emergency Operations Center Functional Exercise (FE) | Centre Region Council of Governments and Penn State University**

- Oversaw the design and execution of an FE using a regional scenario designed to require mutual aid and multi-jurisdiction coordination and collaboration. Project deliverables included the Exercise Plan, Master Scenario Events List, Controller/Evaluator Handbook, and Exercise Evaluation Guides. Following the exercise, a hot wash was conducted, in which exercise participants were asked for initial observations about what went well and what could be improved in both the conduct of the exercise and in the discussion of objectives.

### **Project Executive | Medical Counter Measures Distribution and Dispensing Exercise Series | Ohio Department of Health**

- Supported the design and facilitation of two TTX aimed to test the plans, processes, and procedures employed by the State around a scenario that would require resources from the Strategic National Stockpile (SNS). The scenario involved the release of aerosolized anthrax in the Cincinnati area, with an impact in the States of Ohio and Indiana, and Commonwealth of Kentucky. Both exercises employed the Center of Disease Control and Prevention's (CDC) Public Health Preparedness Capabilities (PHPC) to test the player's performance.

### **Director | Alabama Emergency Management Agency (AEMA) / Deputy Director | Alabama Department of Homeland Security (ALDHS)**

- Appointed as the Governor's Authorized Representative and State Coordinating Officer for eight Presidential, six state declared disaster events, including executing the state's response to the H1N1 pandemic flu threat. Mr. Long also served as the state's lead Continuity of Operations Plans (COOP) advisor for pandemic flu events.



# Tanya Shannon

## Project Manager



### Education

- Master of Public Administration (MPA), Florida State University
- Graduate Certification in Emergency Management and Homeland Security, Florida State University
- Bachelor of Arts in International Relations and Religious Studies, University of California, Davis
- International Migration Study Abroad Program, Freie Universität

### Relevant Highlights

- Developed strategy to train over 2,600 PA, Mitigation, and EHP assets including FEMA and US Army Core of Engineers (USACE) staff for Hurricanes Florence, Michael, Harvey and Irma in coordination with senior leadership from the Emergency Management Institute, PA Cadre Management, and field leadership
- Served as Key Speaker at 2017 PA Workshop training 50+ states and territories on the New PA Delivery Model. Managed and lead a team of 70+ remote instructors to deliver FEMA Qualification System (FQS) PA Training, New PA Model mentoring support, and Grants Manager/Grants Portal subject matter expertise support nationwide
- Designed recovery portion of the 2015 Florida Statewide Hurricane Exercise Phase 3 full-scale exercise and Phase 4 tabletop exercise

### Professional Bio

Mrs. Tanya Shannon is an emergency management professional with 10 years of experience. With expertise in the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program, she has improved the process of, and trained professionals in, the Section 428 Public Assistance Alternative Procedures (PAAP) Program and New Delivery Model throughout the US. Specifically, Mrs. Shannon developed curriculum and a training strategy for 1,200 PA, Mitigation, and Environmental and Historical Preservation (EHP) staff on Section 428 to support Puerto Rico's recovery from Hurricane Maria and 1,800 FEMA responders for Hurricane Harvey and Irma. She supported the setup of PA operations on 116 declared disasters nationwide from 2016-2018 coordinating training and strategic planning support for FEMA and State/Territory Field Leadership. She managed a team of 70+ PA instructors imbedded in field operations providing training and technical assistance to FEMA, Recipient and sub-recipient assets. Her success as FEMA PA Training Section Chief led her to serve in the high-profile speaking engagement as Key Speaker at the 2017 Public Assistance Workshop. In addition to her PA training expertise, she is skilled in immigration services project management. Mrs. Shannon served as the Director of both the Survivors of Human Trafficking and Immigration Legal Services Programs for the US Department of Health and Human Services (DHHS)-funded Opening Doors Inc. (ODI), where she developed the Emergency Operations Plan (EOP), conducted needs assessments, designed individual action plans, and represented clients before the Department of Homeland Security (DHS) and US Citizenship and Immigration Services (USCIS).

### Relevant Project Experience

#### PA Training Section Chief | FEMA

- Oversaw the recruitment and hiring of 33 full time staff and 40 contract instructors. Supervised the development and implementation of a strategy to increase section to 57 individuals.
- Developed strategy to train over 800 PA, Mitigation, and EHP assets including FEMA, Rehired Annuitant Organization (RAO), and US Army Corps of Engineers (USACE) staff for Hurricanes Florence and Michael in coordination with senior leadership from Workforce Development Division (WDD), Center for Domestic Preparedness (CDP), Cadre Management, and field leadership.
- Developed curriculum and training strategy for Puerto Rico's Hurricane Maria recovery for 1,200 staff on the new Section 428 Public Assistance Alternative Procedures (PAAP) policy, Bipartisan Budget Act authorities, and sector-based approach. Developed training strategy and budget for the implementation of the Disaster Recovery Reform Act stipulations and authorities.
- Served as Acting PA Cadre Coordinator, overseeing the management and deployment of the 1,900 PA Cadre for all newly declared disasters and Harvey, Irma and Maria (HIM) Hurricanes within this period.



# Tanya Shannon

## Project Manager



### PA Training Team Lead | FEMA

- Developed strategy to train more than 2,000 PA assets including FEMA staff, Technical Assistance Contract (TAC), and RAO USACE for Hurricanes Harvey, Irma, and Maria in coordination with senior leadership from WDD, EMI, Cadre Management, and field leadership; Supervised a remote team of over 45 instructors dedicated to the training mission requirements set by PA, Field Leadership, and Consolidated Resource Centers (CRCs). Developed mechanism to report assessments of individuals reporting to the JFOs to ensure New Model field leadership has visibility on the skills of staff reporting.
- Coordinated with Missouri, Texas, Florida, Georgia, South Carolina, and Louisiana field leadership to provide on-the-ground training support for New PA Model disasters.
- Served as Key Speaker at 2017 Public Assistance Workshop training 50+ states and territories on the New PA Delivery Model. Managed and led a team of 14 remote instructors to deliver FEMA Qualification System (FQS) PA Training, New PA Model mentoring support, and Grants Manager/Grants Portal Subject Matter Expert (SME) support nationwide. Managed the design and regular updating of the PA's seven 508 compliant FQS New Model courses.
- Developed the strategy and managed the implementation of the "New PA for Recipients and Applicants course," coordinating with regions and states to enact a force multiplying strategy to train States, Locals, Tribes, and Territories (SLTT) on the New PA Model, Grants Portal, and best practices.
- Developed the strategy and managing of the development of 28 independent studies for the SLTT audience. Developed and managed the Grants Manager/Grants Portal Hotline including the recruitment and training of hotline and budgetary requirements and recommendations for PA leadership in meeting blue sky and grey sky training requirements.
- Trained 1,400 individuals in 70 course offerings between October 2016 and June 2017. Managed the PA training operations at the Atlanta Reception, Staging, Onward Movement, Integration (RSOI) for Hurricane Matthew and at the Denton CRC managing a team of 12 individuals and training over 500 individuals in the PA New Delivery Model and old delivery model. Developed and implemented a training strategy to train regional staff on PA New Delivery Model incorporating Grants Manager and Grants Portal.

### Assistant Reservist Program Manager | FEMA

- Identified reporting needs for PA cadre, developed methods to procure data via the Deployment Tracking System and other FEMA systems, developed tools to simply and effectively present information, and wrote a Standard Operating Procedure (SOP) manual.
- Managed data management system for the re-titling of more than 1,500 PA Cadre personnel as part of the implementation of the New PA Delivery Model. Trained as Infrastructure Assets Group Supervisor in the National Response Coordination Center (NRCC) and acted in role during FEMA's 2016 Eagle Horizon Continuity of Operations (COOP) Exercise.

### Program Coordinator | Center for Disaster Risk Policy (CDRP) at Florida State University

- Designed recovery portion of the 2015 Florida Statewide Hurricane Exercise Phase 3 Full-Scale Exercise (FSE) and Phase 4 Tabletop Exercise (TTX). Collaborated with Florida Division of Emergency Management's (FLDEM) Bureau of Recovery, FEMA, and Emergency Support Functions (ESFs) with recovery responsibilities and facilitated delivery of federal disaster programs. Researched and analyzed pre and post disaster recovery planning best practices, presented these findings to the exercise design team, and incorporated findings into functional and TTX injects.
- Provided technical assistance to support exercise personnel in methods to conduct Initial Damage Assessment numbers analysis. This prioritized Joint Preliminary Damage Assessment (PDA) efforts, better met the needs of the exercise scenario, and identified training requirements prior to the exercise. Designed, wrote, and facilitated functional exercise (FE) and TTX from information collected from Exercise Design Team (EDT) to meet goals set by ESFs, agencies, and 67 county jurisdictions.



# Tanya Shannon

Project Manager



- Introduced use of the online system, Go-To-Training, to facilitate the Phase 4 TTX to more effectively engage participating counties and over 20 state, federal, and non-governmental agencies. Managed the Simulation Cell (SimCell) including, recruitment, coordination, and training of volunteers. The TTX focused on the integration of Recovery Support Functions (RSFs) into state operations and planning, and exercising and/or developing Post Disaster Redevelopment Plans at the county level
- Developed classroom curriculum and taught a graduate-level course on emergency management exercise design, leadership and communication, hurricane policies, and business continuity plans (BCPs). Coordinated with the FLDEM's Bureau of Preparedness to offer the Advanced Professional Series (APS) courses, leading to the highest number of APS certification awarded in Florida history. Served as Unmanned Aircraft Liaison Officer during grey skies activation. Coordinated with air Operations and state small unmanned aircraft systems assets to improve post-disaster situational awareness.

# Helga Johnson

Senior Recovery Specialist - Public Assistance



## Education

- Masters of Emergency Management, American Public University
- Masters of Art, Adult Education and Teaching, University of Phoenix
- Masters of Business Administration, University of Phoenix
- Bachelor of Science, Sociology, Iowa State University

## Professional Bio

Ms. Helga Johnson is an emergency management professional with 14 years of experience in the Public Assistance (PA) disaster recovery and grants management space. Ms. Johnson comes to Hagerty from Jacobs Engineering, where she was a Senior Project Consultant serving as the PA expert drafting white papers, standard operating procedures (SOPs) guiding in policy, 2nd appeals and Office of Inspector General (OIG) audits. She has extensive experience preparing Project Worksheets (PWs) to capture damage descriptions, Scopes of Work (SOWS), and cost estimates, and has conducted numerous site assessments to evaluate, document, and detail damages to PA eligible facilities. With Hagerty, Ms. Johnson is currently providing PA subject matter expertise to multiple disaster recovery projects for clients such as the City of Panama City, FL, Panama City, FL Housing Authority, and the California Governor's Office of Emergency Services (Cal OES). Ms. Johnson received a Masters of Emergency Management from American Public University, and also holds a Masters of Business Administration from the University of Phoenix.

## Relevant Project Experience

### Senior Project Consultant | Jacobs Engineering

- Served as PA policy expert, drafting white papers, SOPs guided in policy, 2nd appeals and OIG audits.
- Prepared PWs to capture damage description, scopes of work and costs necessary to repair damages facilities.
- Conducted site assessments to evaluate, document and detail damages to PA eligible facilities.
- Audited grants for eligibility and compliance with grant conditions and requirements.
- Drafted internal and external correspondence including determination memos and responses to time extensions, version requests, and Congressional and OIG inquiries.
- Developed reports matrixes for FEMA and/or assigned Applicants to provide routine status updates of tasks, milestones, deadlines and actions items.

### Evaluation Coordinator | Louisiana Department of Public Health

- Served as the liaison between Iowa eHealth and the numerous vendors contracted to support Iowa's Health Information Network (IHIN).
- Crafted and reviewed request for information (RFI) and proposals (RFP) used to procure external vendors.
- Wrote and submit grant proposals on behalf of the division.
- Monitored contract performance, budgetary and report compliance.
- Developed new and update existing standard operating procedural manuals.
- Projected, tracked and reconciled IHIN financials necessary to compile budgets, forecasts and summary reports of financial soundness.
- Prepared routine and ad hoc reports to provide various internal and external stakeholders with IHIN's participant user information and financial standing.



# Helga Johnson

## Senior Recovery Specialist - Public Assistance



- Made necessary updates to Iowa's eHealth website to ensure the most current information is available to website visitors

### **Program Manager | Upward Movement Consulting**

- Located and successfully matched grant funding opportunities for potential clients.
- Prepared and submitted grant applications on behalf of clients.
- Prepared bid solicitations and cost proposals on behalf of clients.
- Developed programming and matrix measures to assist with grant application process.
- Oversaw the administration of grant funding including budget preparations, contract negotiations and vendor selections to ensure organizations are compliant with funding requirements.
- Prepared interim and final reports on behalf of clients for submission to grant funders.

### **Task Force Leader | Federal Emergency Management Agency (FEMA) Department of Homeland Security (DHS)**

- Managed the administration of the PA Disaster Relief Program.
- Led six different technical and support teams of eight to ten specialists charged with preparation of grant applications (project worksheets) necessary to fund disaster recovery efforts.
- Oversaw the two largest Applicants, University of Iowa and Cedar Rapids, who collectively represented over \$700 million in awarded disaster dollars.
- Facilitated subject matter training for staff within the Joint Field Office (JFO).
- Performed disaster site damage assessments and/or estimate of damages.
- Prepared, reviewed and approved grant applications (Cat A-G & Z) for compliance with PA eligibility guidelines.
- Participated in after action report meetings with senior leadership to develop lesson learned recommendations.
- Prepared status briefings for senior management and external affairs to assist with drafting a response to an inquiry from congressional officials, FEMA Headquarters, OIG and Office of Management and Budget.
- Reviewed 1st appeals and issued draft decisions for review and approval by senior leadership.
- Prepared and delivered performance reviews and/or work improvement plans for supervised staff.

### **Subrogation Liaison | Allied Insurance**

- Drove results to achieve regional recovery to paid ratios through the recovery of nearly \$7 million.
- Bridged relations between claims and various business units through teleconferences, job shadows and meet and greets.
- Responsible for increasing awareness and understanding of subrogation through classroom training and workflow process changes
- Sought trends and opportunities for curriculum development.
- Improved liability decisions through comparative fault and recorded statement training.
- Presented updates on financials, initiatives and process changes to regional leadership.

### **Subrogation Representative | Allied Insurance**

- Negotiated claims settlements with insurance professionals for recoveries nearing \$3 million annually.
- Evaluated and determined ability to recover losses up to \$500,000.
- Prepared written arguments of liability assessments.
- Appeared on the monthly "Top 15" recovery representative seven times for recoveries in excess of \$250,000.
- Recognized as the strongest arbitrator preparer within the western operation.
- Nominated for being the brand of superior customer service.
- Served as interim supervisor in the absence of direct line managers.



# Katie Grasty

## Senior Recovery Specialist – Hazard Mitigation



### Education

- Master of Environmental Management, Duke University
- Bachelor of Science, Geography, Radford University

### Relevant Highlights

- Accomplished incident response leader with experience in resource tracking using WebEOC
- Strong skills in project management and building relationships with public and private stakeholders
- Federal grant experience including FEMA Mitigation, Public Assistance, and Individual Assistance; HUD CDBG grants; and DOT grants
- Expertise in analyzing data to develop policies and translating policies into tangible training products

### Professional Biography

Ms. Katie Grasty is a dedicated, committed professional with extensive federal grant program expertise and experience in program/grant management and supervision of staff. She has worked for the Federal Emergency Management Agency (FEMA) and the United States Department of Transportation (DOT), in both cases representing those agencies in the Hurricane Sandy recovery effort. At FEMA, she managed Hazard Mitigation grant applications worth more than \$2 billion and led a team overseeing more than 1,200 grant applications. Ms. Grasty is outcome-oriented and recognized for her customer service skills, high quality of work, and leadership ability demonstrated through production of superior results.

### Relevant Project Experience

#### Deputy Director of Mitigation | Hagerty Consulting

- Lead local communities in successfully implementing post-disaster recovery projects in CA, FL, NY, and TX.
- Developed projects and secured federal funding for over \$130M in community recovery funding for FL Panhandle communities that sustained damages from Hurricane Michael.
- Authored New York City Best Practices report for Hurricane Sandy mitigation projects.
- Coordinated with homeowners and managed staff to develop a \$10M project for residential flood acquisitions in Montgomery County, TX.

#### Senior Program Manager | Federal Emergency Management Agency (FEMA) Hazard Mitigation

- Supported communities in the development of mitigation projects, including BCAs and project scopes of work to ensure technical feasibility and eligibility.
- Built grant management capacity at the state and local level by researching, designing, and delivering technical assistance and training programs for hundreds of employees, including Public Assistance training during Hurricane Harvey recovery and HMGP training during the Tubbs and Camp fire recovery.
- Monitored and responded to all incidents as the Situation Unit Leader in FEMA's Regional Response Coordination Center.
- Ensured the Region meets and surpasses all financial metrics by developing cost and time-saving standard operating procedures (SOPs).
- Coordinated with other federal, state and local agencies, including Housing and Urban Development (HUD) and Federal Highway Administration (FHWA), to help communities identify potential projects and collaborate on funding opportunities.
- Cultivated internal and external partnerships through planning, organizing, and executing complex and diverse communication strategies to carry out public affairs activities on behalf of FEMA.



# Katie Grasty

## Senior Recovery Specialist – Hazard Mitigation



### Policy Analyst | U.S. Department of Transportation (DOT)

- Served as the DOT representative to the Hurricane Sandy Rebuilding Task Force and helped coordinate all Sandy recovery funding, including FEMA Mitigation, Army Corps of Engineers, HUD Community Development Block Grant Disaster Recovery (CDBG-DR) and FHWA Emergency Relief (ER) projects.
- Spearheaded the Department's disaster recovery and resiliency efforts following Hurricane Sandy by drafting policy guidance and coordinating within the Department and with other Federal agencies to incorporate disaster recovery and resiliency approaches into programs and projects.
- Developed policy and project guidance as the DOT lead expert on disaster recovery, climate change adaptation and infrastructure resiliency.
- Monitored and responded to all incidents in FEMA's National Response Coordination Center as the transportation lead.

### Government Affairs Specialist-Special Detail | Hurricane Sandy | Federal Emergency Management Agency (FEMA)

- Responded to request from White House Intergovernmental Affairs to assist with outreach to state and local officials, volunteer groups, and community members immediately following the storm.
- Served as a high-level advisor to top agency staff on situational awareness and critical needs.
- Facilitated all emergency requests for aid from elected officials throughout Brooklyn.

### Project Manager | Winafrique Technologies

- Developed a climate change and renewable energy policy guidance document and Greenhouse Gas Inventory for the Kenyan Government.
- Managed applications for Certified Emission Reductions for Clean Development Mechanism projects under the Kyoto Protocol.
- Prepared company position papers on climate change and renewable energy in Africa and proposed innovative projects.
- Established lasting relationships and facilitated communication with contractors, community groups, research organizations, and the general public to address project concerns or issues and developed viable solutions.

### Environmental Scientist | Science Applications International Corporation (SAIC)

- Analyzed projects using the Federal environmental process, described project impacts, and communicated results of analyses consistent with established requirements in environmental documents. Served as lead for use of GIS data for NEPA.
- Composed Environmental Impact Statements for presentation to general audiences and presented Environmental Impact Statements to diverse stakeholders at public meetings.
- Served as a technical representative on projects and trained junior staff on environmental analysis methods and procedures.
- Adapted analyses and developed procedural guidelines when new guidance was issued.
- Led a multi-disciplinary team in a challenging work environment to accomplish tasks on time and within budget.

# Mark O'Mara

## Subject Matter Expert



### Education

- Bachelor of Arts in Architecture, University of Tennessee

### Certifications and Licenses

- LEED Accredited Professional, Building Design and Construction – United States Green Building Council
- Construction Documents Technologist - Construction Specifications Institute

### Specific Technical Skills

- FEMA Emergency Management Institute FEMA Incident Workforce Academy Specialist Series
- Served on Parish Strike Team as part of a Hurricane Katrina/Rita Relief Project
- Configuration Management Analyst analyzing Financial Management System Implementation for the DOJ
- Finance Transformation Team Lead for a Financial Segment Architecture Project with the US Coast Guard
- Finance Transformation Analyst on a Remediation Action Plan Project for the Department of Navy
- International Association of Emergency Managers, Member

### Professional Bio

Mr. Mark O'Mara is a highly skilled Project Manager and Construction Administration Specialist, having worked on six Presidentially Declared Disasters following hurricanes, tornadoes, severe winter storms, and flooding. His design and construction experience encompasses technical architectural consultancy, financial documentation reconciliation, and policy advising. Mr. O'Mara's project works include the design and construction of multi-million dollar buildings in the private sector, utilizing his expertise in helping communities rebuild after disasters. Currently, Mr. O'Mara serves on the New York City (NYC) Hurricane Sandy Recovery Project examining projects, developing damage descriptions, cost estimates, advice on future actions, and appropriate funding documentation.

Mr. O'Mara received a Bachelor of Architecture from the University of Tennessee, a LEED Accredited Professional, Building Design and Construction certificate from the United States (US) Green Building Council, a Construction Document Technologist certification from the Construction Specifications Institute, and urban design and architectural exchange experience through Krakow University of Technology and the Urban Design Studio in Florence, Italy.

### Relevant Project Experience

#### Project Manager | Hurricane Sandy Recovery – NYC | Hagerty Consulting, Inc.

- Directly increased the NYC's Federal Emergency Management Agency (FEMA) Public Assistance (PA) funding by more than \$450 million.
- Manages a team of engineers, architects, analysts, cost estimators, etc. in the data collection, development, and formulation of FEMA PA grants, capturing approximately \$1.1 billion of costs incurred by the NYC Department of Parks and Recreation (Parks) as a direct result of Hurricane Sandy.
- Advise the City of New York on grants including: FEMA PA, 428 PA Alternative Procedures Pilot Program, 406 Hazard Mitigation, 404 Hazard Mitigation Grant Program (HMGP) and the Department of Housing and Urban Development (HUD) Community Development Block Grant Disaster Recovery (CDBG-DR) Program.
- Proactively developed procedures to ensure complete damage cost capturing (force account labor, contract, etc.), 406 Hazard Mitigation Proposals, project scope and procurement compliance, and project payment request grant draw downs.
- Complete detailed reconciliation of Sandy expenditures for strict fiscal management.



# Mark O'Mara

## Subject Matter Expert



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### **FEMA PA Grants Development / Project Specialist | Hurricane Irene Recovery – NYC | Hagerty Consulting, Inc.**

- Assessed and oversaw over \$50 million in PW grants.
- Advised large public institutions, jurisdictions, and municipalities of FEMA PA eligibility requirements.
- Developed damage descriptions, scopes of work, cost estimates, mitigation proposals, and construction schedules to advise FEMA on future actions and appropriation of funding.
- Performed detailed eligibility reviews of public sector applicant's financial documentation of disaster-related costs including force account payroll, invoices, purchase orders, quotes, proofs of payment, contracts, etc.
- Specialized in healthcare, private non-profits, and higher education facilities.

### **FEMA PA Grants Development / Project Specialist | Alabama Severe Storms Recovery | Hagerty Consulting, Inc.**

- Developed damage descriptions, scopes of work, cost estimates, mitigation proposals, and 50% Rule calculations to advise FEMA on future actions and appropriation of funding.
- Developed innovative design and funding solutions to allow community tornado shelters to be funded through the FEMA PA 406 mitigation program and the 404 HMGP.
- Specialized in K-12 education facilities and tornado shelters.

### **FEMA PA Grants Development / Project Specialist | New York Severe Storms Recovery | Hagerty Consulting, Inc.**

- Developed damage descriptions, scopes of work, cost estimates, and mitigation proposals to advise FEMA on future actions and appropriation of funding.
- Worked closely with Environmental and Historical Preservation teams to ensure project compliance and conformance to all applicable federal, state, and local laws.

### **FEMA PA Grants Development / Project Specialist | FEMA EM 3269 | Hagerty Consulting, Inc.**

- Developed damage descriptions, scopes of work, and cost estimates for Categories A and B projects.

### **FEMA PA Grants Development / Project Specialist | Hurricane Katrina Recovery | Hagerty Consulting, Inc.**

- Assessed and oversaw over \$250 million in PW grants.
- Developed innovative methods of determining eligible reimbursement for Applicants with limited or completely missing documentation allowable under the Stafford Act and supplemental policy.
- Developed damage descriptions, scopes of work, cost estimates, mitigation proposals, and 50% Rule calculations to advise FEMA on future actions and appropriation of funding.
- Advised large public institutions, jurisdictions, and municipalities of FEMA PA eligibility requirements.
- Specialized in K-12 education facilities.

# Samantha Riley

## Subject Matter Expert



### Education

- Juris Doctor, Law, George Mason University School of Law
- Bachelor of Science, Political Science, East Carolina University

### Relevant Highlights

- Public Trust Security Clearance
- Experience with complex legal issues regarding policy implementation
- Provided Public Assistance Appeals Analyst Training
- Adjudicated Administrative Appeals
- Experience with Standard Operating Procedure Development

### Professional Bio

Ms. Samantha Riley is an accomplished attorney and proven leader with several years of experience working with local and federal government agencies. She has performed both, legal and policy related functions. Ms. Riley is a member of the Maryland Bar Association and has outstanding oral and written communication skills and strong analytical skills. She performs well independently and with multiple teams under time constraints and the intense pressure characteristics of a fast-paced environment. As an attorney with the Federal Emergency Management Agency (FEMA), Ms. Riley developed a depth of experience in interpreting federal policy under the Public Assistance (PA), Individual Assistance (IA), and Hazard Mitigation Grant Programs (HMGP). She offers our clients detailed experience with procurement, compliance, eligibility, and appeals.

### Relevant Project Experience

#### Senior Recovery Policy Advisor and Internal Counsel | Hagerty Consulting, Inc.

- Provides subject matter expertise for multiple client recovery and response operations.
- Manages appeal developments for Forced Account Labor (FAL) cost eligibility associated with Category B Emergency Protective Measures.

#### Assistant Regional Counsel (IC-14) | Office of Chief Counsel, FEMA

- Served as Counsel for FEMA Region II, encompassing New York, New Jersey, Puerto Rico and the U.S. Virgin Islands.
- Supported the Regional Counsel by providing expert, legally sufficient and timely advice to the Regional Administrator and Deputy Regional Administrator, Division Directors and other FEMA staff in executing the mission of and programs within FEMA.
- Handled a wide-ranging, ever-changing portfolio that requires legal analysis of complex, unique, or intricate decisions effecting the three largest grant programs - PA, IA and Hazard Mitigation – as they were administered to the many Recipients, Sub-recipients and other stakeholders within the diverse Region.
- Independently analyzed and interpreted FEMA's statutory authorities under the Stafford Act, Homeland Security Act, and other relevant laws, regulations and executive orders.
- Provided procurement and fiscal law advice with respect to the review of contracts and procurements and the expenditure of regional funds, and when necessary, conducts procurement trainings to FEMA stakeholders.

#### Attorney Advisor (IC-13) | Public Assistance Appeals & Audits Branch, Federal Emergency Management Agency

- Adjudicated administrative appeals involving complex legal issues – including procurement, insurance, environmental compliance, and project eligibility – by evaluating facts and technical documents, researching pertinent statutes, regulation and policy, facilitating meetings with recipients, sub-recipients, and opposing Counsels and Congressional staff.
- Collaborated with the Department of Homeland Security's (DHS) Office of Inspector General or the Government Accountability Office to implement politically sensitive and contentious audit recommendations and findings.



# Samantha Riley

## Subject Matter Expert



- Counseled the Assistant Administrator for the Recovery Directorate and Public Assistance Director on complex, novel, or precedent setting issues concerning federal grant assistance.
- Partnered with other attorneys on special legal priorities and division initiatives, including legal issues involving implementation of *Robert T. Stafford Disaster Relief and Emergency Act* provisions, enforcement of procurement violations, and development of Agency policies and procedures.
- Provided PA Appeals Analyst Training to FEMA regional personnel and federal grant recipients.

### **Program Analyst (GS-12) | Public Assistance Appeals and Audits Branch, FEMA**

- Adjudicated administrative appeals involving complex PA issues, including procurement, insurance, environmental compliance and project eligibility, by evaluating facts and technical documents, researching pertinent statutes, regulation and policy, and facilitating meetings with recipients, sub-recipients, and Congressional staff
- Drafted the Public Assistance Appeals Branch (PAAB) Standard Operating Procedures which provided guidance for the operations, functions and procedures of Analysts and Attorneys within the PAAB branch.
- Provided PA Appeals Analyst Training to FEMA Regional personnel and Federal grant recipients.

### **Attorney Advisor | Board of Ethics and Government Accountability, District of Columbia Government**

- Acted as the lead attorney for all Lobbyist- and Financial Disclosure-related matters, including, but not limited to, registration, legal guidance, data input, and enforcement.
- Wrote formal advisory opinions based on requests from the Executive Office of the Mayor, Council Members and Council staff, and other District of Columbia employees.
- Reviewed complaints and determined whether there was reason to believe that there was a violation of the Code of Conduct.
- Conducted legal ethics trainings and financial disclosure trainings for District of Columbia Government employees and Advisory Neighborhood Commissioners.

### **Senior Consultant | FEMA | Northrop Grumman**

- Served as an onsite team member providing policy and operational support to the FEMA's Office of Policy and Program Analysis.
- Wrote, assessed, and analyzed DPA policy and guidance documents, developed and wrote reports to Congress and the White House, and wrote coordination summary memoranda, briefing slides, and other decision-supporting documents.
- Assessed proposed legislation, Executive Orders, and DHS/FEMA policy initiatives related to the DPA for compliance and authority and formulated recommendations based on findings.
- Supported the client in various coordination activities, including interagency meetings, approval packages, interagency reports, and guidance materials.
- Developed standard operating procedures for DPA program activities, including the business process for responding to DPAS requests by DHS and other Federal departments.
- Identified solutions to resolve and respond to various issues and inquiries from other DHS components and Federal agencies.

## 4. References

Hagerty knows that there is no better evidence of our capability to support the City than references for our previous clients. Our philosophy of collaboration allows us to share lessons learned from our work with these clients with the City, maximizing outcomes and increasing efficiency. The following presents Hagerty's references for previous preparedness and recovery efforts.

### REFERENCE NO. 1

**Firm/Government Agency (name):**

City of Panama City, Florida

**Contact Person:**

Mark McQueen, City Manager

**Email:** [mmcqueen@pcgov.org](mailto:mmcqueen@pcgov.org)

**Phone:** 850-872-3010

**Address:** 501 Harrison Avenue, Panama City, FL 32401

**Description of the Project/Services provided:**

Following Hurricane Michael in October 2018, the City of Panama City hired Hagerty to manage the long-term financial recovery of the City through traditional grant management practices. Over the course of this process, City leadership determined in addition to financial grant management services, long-term recovery planning services were also desired. The Hagerty Team was enlisted to develop four intertwined lines of effort in an eight-month timeframe with the explicit purpose to design publicly supported recovery and resilience strategies for the City of Panama City.

**Hagerty offers this reference and past performance as evidence of our experience supporting clients in their recovery from hurricanes and coastal storms.**

### REFERENCE NO. 2

**Firm/Government Agency (name):**

City of Austin, TX Office of Homeland Security and Emergency Management

**Contact Person:**

Aoife Longmore, Administration, Finance and Risk Manager

**Email:** [aoife.longmore@austintexas.gov](mailto:aoife.longmore@austintexas.gov)

**Phone:** 512-974-0450

**Address:** 5010 Old Manor Road #330, Austin, TX 78723

**Description of the Project/Services provided:**

Hagerty provided comprehensive disaster recovery and financial and grant management services related to Major Disaster Declaration: Texas Severe Storms, Tornadoes, Straight-line Winds, and Flooding (DR-4223-TX). Hagerty professionals supported the City to initiate recovery efforts, which included: attending meetings with FEMA and the



Texas Department of Emergency Management (TDEM) on behalf of the City, providing a high level operational overview of potentially eligible FEMA expenditures in PA Program Categories A-G, determining the City's current status and analyzing where the City should spend their time and effort to maximize reimbursement potential with the available federal programs, identifying potential Section 428 Program projects that would be beneficial to the City, tracking billable hours at a detailed level so that they may be classified as DAC, if appropriate, and providing determination of whether the City's policies and practices are compliant with TDEM and FEMA's reimbursement policies.

**Hagerty offers this reference and past performance as evidence of our successful work associated with flooding, municipal recovery, and repetitive loss management.**

### **REFERENCE NO. 3**

**Firm/Government Agency (name):**

Horry County, South Carolina

**Contact Person:**

Courtney Kain, Community Development Director

**Email:** [kainc@horrycounty.org](mailto:kainc@horrycounty.org)

**Phone:** 410-313-2195

**Address:** 1301 Second Avenue, Conway, SC 29526

**Description of the Project/Services provided:**

Hagerty was originally chosen by Horry County, South Carolina to provide support the County's FEMA Public Assistance recovery from Hurricane Joaquin in 2015. Since that time, Hagerty has supported the County's recovery from hurricanes Joaquin, Matthew, Irma, and Florence.

**Hagerty offers this past performance as evidence of our successful work associated with hurricanes, coastal, and inland flooding.**